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~~ADMINISTRATIVE - INTERNAL USE ONLY~~

21 OCT 1986

MEMORANDUM FOR: Director, African and Latin American Analysis
Director, Current Production and Analytic Support
Director, East Asian Analysis
Director, European Analysis
Director, Global Issues
[redacted] STAT
Director, Information Resources
Director, Leadership Analysis
Director, Near Eastern/South Asian Analysis
Director, Scientific and Weapons Research
Director, Soviet Analysis
Chief, Collection Requirements and Evaluation Staff
Chief, Arms Control Intelligence Staff

VIA: Chief, Management, Planning and Services Staff, DI

FROM: Chief, DI/MPSS/Personnel

SUBJECT: 1987 Upward Mobility Program

1. It is time to prepare for the annual Upward Mobility Program (UPMO) scheduled to begin in January 1987. The Program remains unchanged from 1986. However, the attachment provides a detailed description for those unfamiliar with the Program.

2. In preparation for the Program, it is requested that your office offer at least one trainee position at the paraprofessional level. Upon receipt of the position descriptions, they will be forwarded to the Office of Personnel/Position Management and Compensation Division (PMCD) for evaluation and approval. Following PMCD's review, they will be printed for distribution.

3. Trainee positions offered through the Program will be open to all UPMO candidates.

4. Please submit your trainee positions to DI Personnel at 2E36 Hqs no later than COB 29 October 1986.

5. Questions regarding the UPMO Program should be directed to me [redacted] STAT [redacted] STAT

Attachment:
As Stated

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1986 UPWARD MOBILITY PROGRAM

1. PURPOSE

The Upward Mobility Program is designed for Agency employees who have demonstrated the ability, desire, and initiative to perform higher-level work in professional/technical positions but lack sufficient relevant education, skills, or experience. The program will assure the selected candidates the opportunity to acquire the experience and training necessary to succeed in their new assignments and to advance to full performance level.

2. ADMINISTRATION

The Upward Mobility Program will be a part of the Career Management function of each directorate. The directorate Career Management Staff will designate an individual to assume the overall responsibility of organizing and implementing the directorate program to include obtaining viable positions from the various offices. This individual will, of course, receive standardized guidance from the Agency Upward Mobility Manager and administrative support from the directorate EEO Officers who will act as panel chair.

The Directorate Upward Mobility Programs will be monitored by the Agency Upward Mobility Program Manager who will also be available to assist with the overall administration of the program.

3. PROGRAM ELIGIBILITY

At the time of application, candidates must be a GS-09 or below or equivalent wage grade, clerical/technical employee. All staff, contract, and part-time employees with two years of Agency experience during the past three years will be eligible for the program. Part-time employees applying for full-time positions must convert to full-time status, if selected. Eligible employees on overseas [redacted] assignments may participate in the program if their tour completion date falls within 60 days following application deadline. STAT

Selection criteria will require that applicants have on file current results of either the Professional Employee Test Battery (PETB) or the Differential Aptitude Test (DAT). Applicants for computer positions must have on file test results of the Brandon Wolfe Test. Eligible employees should ensure that they have current test results prior to applying to the program; test results are considered valid for three years.

Applicants must be willing to commit themselves to at least a year of intensive training after which they will be expected to pursue opportunities for training and experience that will assure continued competitiveness in the new career field.

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4. COUNSELING

Counseling will be available to all employees who apply to the program. The directorate EEO offices or Career Management Offices will ensure that feedback information is made available to all applicants.

5. POSITION IDENTIFICATION

The Career Management Officer will request positions from their respective offices. All positions offered by the program will be GS-06 and above and must be able to accommodate the individual at the time of selection.

Detailed upward mobility position summaries, including specific qualifications and requirements, will be prepared by the various offices and forwarded to the Career Management staff for a review. The directorate EEO officer will also review and approve the proposed positions to ensure they provide career development opportunities and, if necessary, Position Management & Classification Division (PMCD) will assist in the review to ensure that the positions meet the criteria of the program.

6. PROGRAM ANNOUNCEMENT AND APPLICATION

The Career Management Office will issue an announcement to Headquarters and overseas personnel advertising the running of the program, giving a brief summary of the positions being filled. Eligible employees may apply by completing a registration form, available in the Career Management Offices which will be used as background information during the selection process.

Each Career Management Office will be responsible for providing the upward mobility candidates with detailed information about each of the positions being offered through the program. This should be accomplished through publication of position descriptions, advertisement of program dates, career days, job fairs, etc. All supervisors offering positions are to be available at the job fairs, career days, etc., to respond to questions about their respective positions.

Applicants wishing to apply to the program may apply for up to three specific positions by completing a registration form and returning this form to the Career Management Office within seven calendar days following the career day, job fair, etc.

7. SELECTION PROCESS

Each career service will be responsible for one ranking exercise, which will be at the directorate-level, with no screening of applicants below the directorate level. Each directorate EEO Officer will chair the upward mobility panel with the Career Management Officer serving as a panel member. All applicants for a given position must be considered.

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Applicants will be ranked on performance in current position, test results, academic performance, documented self-improvement effort, and specific job qualification requirements.

The directorate panel will interview for upward mobility positions. The names of the finalists for each job, along with the application materials, will be forwarded to the selecting supervisor.

Selecting supervisors will be required to interview a minimum of five candidates, if applicable, for each position. Each supervisor will select a primary plus one alternate candidate. Final selections will be forwarded to the Career Management Office which will then be responsible for coordinating the reassigments dates. If an applicant is selected as the primary candidate for more than one position, the applicant will be asked to indicate a preference. The alternate will then become the primary candidate for the other position.

Selectees must report to their new assignments no later than six weeks after notification of selection. Selectees will be assigned to the target positions on the gaining component's staffing complement, but they will retain their present job titles and career service designations until they have successfully completed the program.

8. TRAINING

The training period for upward mobility participants will not exceed two years, although the nature of the position, or individual needs, may require a modification of the training program and/or period.

In order to identify the specific goals and objectives to be accomplished during the training period, the supervisor, in consultation with the employee, should prepare a Training Plan. Because an upward mobility candidate may lack certain skills at the time of assignment, the Training Plan should stress the nature and extent of the training anticipated for the employee. Within 30 days after the candidate reports to the new position, the supervisor should forward a copy of the Training Plan to the Career Management Office. Supervisors may amend the Training Plan at anytime during the training period, but they need only to forward the revised Training Plan to the Career Management Office when major adjustments are made.

Agency-sponsored training will be approved through normal administrative channels and in accordance with the Agency training regulations. Training funds will be obligated by the gaining component.

9. PROGRESS REPORT

Supervisors will be required to submit quarterly progress reports in memorandum form to the Career Management Offices. Each report must include an evaluation of the trainee's progress toward fulfilling the goals and objectives outlined in the Training Plan. The fourth-quarter

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report must also assess the trainee's potential for conversion to the appropriate career service. The supervisor will discuss each report with the trainee, and the trainee may attach comments, as appropriate. Each report must be signed by the supervisor and trainee prior to forwarding to the Career Management Office.

10. WITHDRAWAL FROM THE PROGRAM

In the event an individual cannot meet the requirement of the position, the supervisor must submit to the Career Management Office a written justification for termination of the training and notify the trainee of this action. Similarly, an employee wishing to withdraw from the program must notify the supervisor and the Career Management Office in writing. All requests for withdrawal from the program must be submitted to the Career Management Office.

The parent career service is responsible for reassigning an employee withdrawn from the program, for whatever reason, to a position of at least equivalent grade to that held prior to entering the program. These employees should be considered for available positions in the same manner as other candidates in that career service.

11. PROMOTION

The trainee is not to be ranked competitively from the parent office during the training period. Trainees may be promoted during the training period; however, only those who have demonstrated the ability to successfully complete the program should be considered for promotion and career service conversion.

12. PROGRAM COMPLETION

When the trainee has demonstrated to the supervisor the ability to perform satisfactorily in the new assignment, he/she should be considered for the appropriate personnel actions to effect change of job title and, when applicable, career service designation. The Career Management Office must be notified in writing when such actions are planned.

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